

IMA NEWSLINE
PRODUCED BY THE IMA STRATEGIC COMMUNICATIONS TEAM



INSIDE THIS ISSUE:

Director's Message	2
PIR Update	4
Mobilization Support	6
Graduation Time	7
USARAK Kudos	8

UNDERSTANDING COMMON LEVELS OF SUPPORT

Common Levels of Support (CLS) is a method for ensuring the delivery of high quality Base Operations Support services *within the funds available to the Army*. Common Levels of Support will allow the distribution of resources to be:

- consistent
- equitable
- predictable

Common Levels of Support focuses on allocating resources within the Base Operations Services arena.



Photo by Roibert Alton

Members of a Service Analysis Team (SAT) discuss priorities of service support programs at a panel held in Alexandria, VA.

Points of interest:

- **IMA Change of Command Ceremony held on 9 August 2004**
- **Fort Belvoir employee recognized for innovative PIR idea submittal**
- **IMA holds first Military Day combined training**

The Army spends 11 billion dollars a year on Installations. The Installation Management Agency (IMA) manages and distributes \$6.7 Billion amongst Family Housing, Facilities, Environment and Base Operation Support Services (BASOPS). CLS will impact BASOPS and thereby benefit Soldiers, civilians and their families by setting high quality standards for support services delivered on Army installations.

How Does The CLS Process Work?

Service Analysis Teams (SATs) were formed comprised of representatives from the MACOM, installations, Army, regions and HQ IMA. Each service was defined, (we'll use Recreation as our example) broken down into its constituent Service Support Programs (SSPs), and every list of SSPs was prioritized.

Each SSP stands on its own

and has its own associated cost. These lists are essential, because however well intentioned the budgetary process is, the Army doesn't have all the funds it needs to immediately fulfill each installation's priorities.

If the Army cannot fund 100% of the service then:

- The highest priority SSPs will be funded within available funds
- Each SSP performed will receive 100% of its required funding and will be expected to be performed at a "green level"

Within our Recreation Service example, a range of SSPs were developed, prioritized and relative cost determined. These SSPs include: Fitness,

Indiv/Intramural Sport Programs, Community/ Recreation Services, Outdoor/Recreation Program etc.



CLS helps reduce the disparity between the "haves and have nots"

The diagram on page 5 illustrates how the Recreation SAT prioritized the SSPs in order of importance to the (continued on page 5)

Headquarters Installation Management Agency

Director:
MG Ronald L. Johnson

Deputy Director:
Mr. Philip E. Sakowitz

Deputy Director (RM):
Mr. John Miller

Chief of Staff:
COL Steve Wilberger

Command Sgt Major:
CSM Debra Strickland

Newsline is produced by the HQ-IMA Strategic Communications:

Division Chief:
Mr. Stanley Shelton

Deputy:
Mr. Dave Abdelnour

Strategic Communications:

Team Leader
Ms. Karan Foutch

Staff:
Mr. Robert Alton
Ms. Jan McKittrick
Ms. Carolyn Spiro
Mr. Donald Whitcher

Newsline is a quarterly publication available online at www.ima.army.mil. For information on articles contained within please contact the POC provided along with each article. If you would like to submit an article or share your ideas, please email your text to: IMACommunication@hqda.army.mil. Submitted articles are published within spatial constraints and mission focus.

A MESSAGE FROM THE DIRECTOR MG RONALD L. JOHNSON

The Installation Management Agency continues to develop and grow as we provide support to our Soldiers, their families and civilians. The first two years of the IMA has been an incredible success.

I salute my friend, MG Andy Aadland for his superb leadership in standing up the IMA. The great Soldiers, civilians and contractors who make up the IMA family have executed all the normal tasks associated with growing a new organization while also supporting Operation Iraqi Freedom and the Global War on Terror.

This is possible because of our dedicated workforce that is the true embodiment of the seven Army Values: loyalty, duty, respect, selfless service, honor, integrity and personal courage. When extraordinary people come together with a shared vision of excellence, extraordinary things happen.



The Chief of Staff, General Peter J. Schoomaker, has declared, "Our installations are our Flagships." This drives home the tremendous importance of our installations to Army readiness. The IMA stands on point to support this effort through SERVICE: Stewardship, Efficiency, Respect, Vision, Integrity, Consistency and Empowerment.

The upcoming year will present more challenges and exciting times for the IMA.

We will continue to work towards these goals:

- Develop a dynamic cadre of IMA leaders to orchestrate excellence in installation management
- Manage Installations equitably, effectively and efficiently
- Enable the well-being of the Army's people
- Practice sound stewardship and improve resource performance
- Deliver superior mission support to all organizations
- Develop and sustain an innovative, team spirited, highly capable, service-oriented workforce
- Support the Global War on Terrorism

As I look about the Army and see the transformation, I am confident that the IMA will continue to provide support and improve infrastructure and services at every Army installation. I know we are contributing to a relevant and ready force.

CHANGE OF COMMAND CEREMONY

IMA recently bid farewell to one of its own. MG Anders B. Aadland, the very first Director of the Agency, retired from Active Duty on 9 August, 2004. MG Aadland's career totaled over 30 years of service to our great Nation, including Commander, 2AD Engineer Brigade and 17th Engineer Battalion, 2AD. Key Staff assignments included Chief, Engineer



From Left, MG Ronald L. Johnson the new Director, IMA, MG Larry Lust, ACSIM, and MG Anders B. Aadland, the departing Director, IMA. MG Aadland officially passed the colors to MG Johnson on 9 August.

Branch, PERSCOM; Executive Officer, Armored Family of Vehicles Task Force DADSOPS; Assistant In-

spector Gen. III Corps to name a few. During the ceremony MG Aadland was awarded with the Distinguished Service Medal, and Ms. Aadland was also recognized for her untiring service with the U.S. Army Public Service Medal. MG Aadland was joined by his son 1LT Erik, twin daughters Kolleen and Kristen and granddaughter Sydney

Michelle, along with other family and relatives. The entire staff at IMA wish the Aadland's best of luck.

FROM THE DESK OF COMMAND SERGEANT MAJOR DEBRA STRICKLAND

Hello to everyone, it seems some days that we lap ourselves on the track. Non-stop business in the deployment community. I attended the Department of the Army Deployment Excellence Awards and two of our garrison commanders from Fort Bliss and Fort Stewart were in town to receive recognition for the large and small installation winners for deployment support, along with our Garrison Support Unit from Fort Bragg who won in their category. Many, many more were recognized and it was clear the Army is working hard.

Borrowed military manpower (BMM) remains a source of concern and I prepare to update the SMA on the usage of soldiers outside their MOS. Remember our focus is to determine what services must be provided and to document that need.



Soldiers should be used sparingly in conjunction with a regular review of the requirement to augment some particular BASOPS service. Our leadership is determined to reduce BMM to the lowest number possible and use only in acceptable roles, mostly funeral or flag details. The IMA Soldier-of-the-Year and NCO-of-the-Year competitions occur at Fort AP Hill in July along with the

MDW competition. We are pooling our resources in order to support the Soldier competitors better and will have selections by the 15th of July. The National Capitol Region competition is then scheduled for 26 - 30 July, so our winners will roll into the next phase of preparing for the Army competition in September. We had originally planned to award both IMA winners at the Garrison Commander's Conference in September, which is now postponed. More to follow on when the conference will be rescheduled and where we will appropriately reward our Soldiers.

The Garrison CSM course has been under revision and the course length extended. This has been an ongoing project between AMSC and our leads in the agency and we plan to have the next course set for 2 weeks in FY05. If you have not at-

tended, or are inbound against a garrison CSM position, this is a required course and you should coordinate with SGM Miller in our HRD for a class seat. I hope the summer is going well for all and that you have time to yourself and for family.

Please be safe and keep an eye out on Soldier behavior that may lead to unsafe acts on our highways. One of our installations, in an effort to induce the wearing of seatbelts, has implemented a full safety check of the vehicle if the occupants are not wearing seatbelts, whether the vehicle is registered or not. Certainly a wonderful incentive to check your belt. Be safe!

FOCUS ON CLS AT LEADERSHIP OFFSITE 9-12 AUGUST

The IMA Senior Leadership conducted their most recent Offsite Conference at Fort Belvoir, VA on 9-12 August, 2004. The event was chaired under the leadership of the new IMA Director, MG Ronald L. Johnson. Also in attendance was the Assistant Secretary of the Army for Installations & Environment Mr. Geoffrey Prosch. The seven IMA Region Directors and CSMs attended, in addition to several Army Staff personnel who provided briefings to the leadership on Installations & Housing, Environment, Safety & Occupational Health, and Privatization.

The conference included updates provided by the headquarters Arlington, VA staff on Performance Management Review (PMR) and was then followed by individual Region briefs on recent accomplishments from the field in Productivity Improvement Reviews (PIR). The conference was highlighted by an awards ceremony recognizing several members of the Fort Belvoir staff, followed by an in-depth review and discussion on the first phase CLS-SATs, covering the 19 of 54 Army Baseline services.

(continues pg. 4)

Photo by Steven Rousch



The IMA Senior Leadership including the Director, Deputy Director, CSM, Region Directors and CSMs take a moment to pose for a photo outside of the Fort Belvoir Officer's Club during the recent Senior Leadership Offsite Conference.

PRODUCTIVITY IMPROVEMENT REVIEWS

HQ-IMA Arlington conducted its first Productivity Improvement Review (PIR) on 16 June. Thirty-four (34) initiatives, 23 of which came from regions or garrisons, were identified as having Army-wide application. This was the culmination of the first IMA PIR four month cycle, and revealed potential cost savings / avoidance in excess of \$100M for FY05.

The Installation Management Agency's PIR program encourages personnel at all levels to identify efficiencies and implement cost saving and productivity improvement initiatives.

PIRs are held at every level in the IMA (Garrison, and HQ) following the same basic process. An initiative is generated or forwarded from a subordinate organization. Functional experts review the initiative prior to it

being briefed to the Garrison Commander or respective Director. Resource Management personnel are asked to validate the estimated cost savings or cost avoidance associated with implementing the initiative. At the briefing a decision is made to forward the initiative, implement locally (or in the case of HQ IMA Arlington, implement across IMA) or to stop the initiative.

The IMA Director relies on Garrison Commanders to identify and forward through their respective regions any initiative that may have IMA-wide application. In turn, the Region Directors will review and forward the initiatives deemed to have IMA-wide applicability for review by the Director during the HQ PIR process. Initiatives selected by the Director for IMA-wide implementation are designated Command

Initiatives and tracked in the Performance Management Review (PMR) program.

The generation, evaluation and ultimate potential implementation of performance initiatives is a vital part of the continuous emphasis of Activity Based Costing/ Management (ABC/M) within the Installation Management Agency.

Many good ideas are yet to be harvested as IMA strives to provide equitable, efficient, and effective management of Army installations.

POC: ron.greenwell@hqda.army.mil

Photo by PFC Blanka Stratford



IMA VISION

The preeminent agency in the Department of Defense that produces highly effective, state-of-the-art installations worldwide, maximizing support to the People, Readiness and Transformation of an expeditionary force.

CLS & LEADERSHIP OFFSITE

(continued)

The services that have been compiled within the CLS model are ready for proposal to Army Leadership. They will be presented at the upcoming IMBOD on 20 October, and later to the Army Staff proponents. The initial 19 services will be readied for implementation in FY05. Phase II&III services are now in the SAT phase as this newsletter is being produced and are also targeted for implementation in FY05. For more information on CLS, see the article on page one of this newsletter and visit the IMA website at www.ima.army.mil.

Photo by Steven Rousch



MG Ronald Johnson presents Ms. Melanie Reagin of Fort Belvoir with an award for her innovative productivity improvement initiative. Ms. Reagin contributed the idea for the implementation of a "select payment" check processing system which improved management procedures for bad debt collection, saving the MWR NAF Fund at Fort Belvoir over \$47K in its first year.

UNDERSTANDING CLS (CONTINUED FROM FRONT PAGE)

customer and Army (number one being the highest importance).

RECREATION

SSP	Priority	%Service Cost of SSP	Cumulative %Service Cost	ABS Rating
Music and Theater Program, Services, and Instruction	12	6%	100%	G
Leisure Ticketing Services	11	1%	94%	
Arts and Crafts Program, Services, and Instruction	10	7%	93%	
Automotive Skills Program, Services, and Instruction	9	7%	86%	A
Leisure Swim Program, Services, and Instruction	8	3%	79%	
Extramural Sports Program	7	3%	76%	
Outdoor Parks/Picnic Areas	6	3%	73%	R
Library/Information Services	5	13%	70%	
Outdoor/Recreation Program, Services, and Instruction	4	13%	57%	
Community/Recreation Services	3	13%	44%	
Indiv/Team Intramural Sport Programs	2	8%	31%	
Fitness Services	1	23%	23%	

FUNDED

What does CLS really mean for a Soldier and his/her family?

Let's assume, you are a Soldier at Ft. Hood and you make great use of the Fitness Services, your kids especially enjoy the parks and picnic areas and your spouse takes pleasure in the library/information services. Then you get word you are moving to Ft. Drum. If these services are provided at Ft. Drum, with CLS you and your family can expect the same high quality level of fitness, parks and picnic areas and library/information services that you experienced at Ft. Hood. A transfer no longer means a step into the unknown of service quality or availability.

The Army is dedicated to the CLS initiative. CLS will help installations meet their commitment to ensure Soldiers, civilians, and their families receive the highest quality of services available. "What we do, we will do well!"

The chart also shows what would happen if the recreation service only received 79% of the funds requested. In this scenario, SSPs in the yellow funded section would be fully funded at those installations that offer that program/service Army-Wide. SSPs above the funded section would not be offered in the Army without going through an exception process.

In our illustration – if Recreational services are provided through SSP #8, you can expect to have quality:

- Fitness Services
- Individual/Team Intramural Sport Programs
- Community/Recreation Services
- Outdoor/Recreation Program, Services and Instruction
- Library/Information Services
- Outdoor Parks/Picnic Areas
- Extramural Sports Program
- Leisure Swim Program, Services, and Instruction

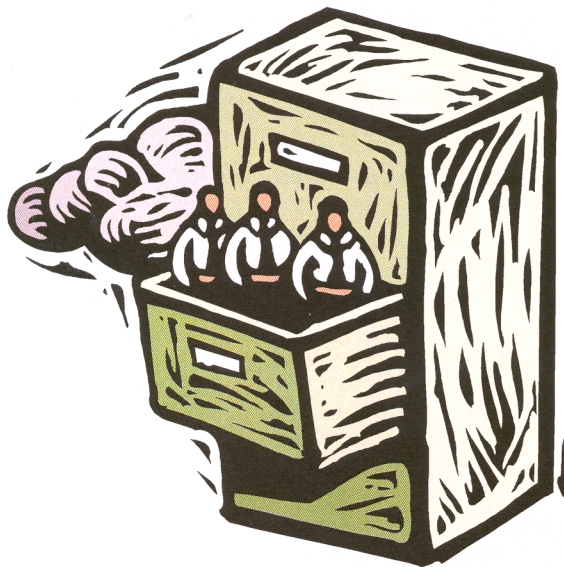
CONTRACTING FOR MOBILIZATION SUPPORT

The events of September 11, 2001 led to the Global War on Terrorism (GWOT) and presented the Installation Management Agency (IMA) with the challenge of supporting the expeditious mobilization of large numbers of Soldiers. Operation Enduring Freedom (OEF), Iraqi Freedom (OIF) and other GWOT missions have required IMA garrison staffs to be augmented with Garrison Support Units (GSUs) and CONUS Support Base (CSB) type units to support the mobilization process.

GSUs and CSB type units are primarily composed of Reserve Component (RC) Soldiers. While both kinds of units are missioned to provide support within CONUS, CSB type units are also capable of providing support OCONUS. To better support the total force by freeing CSB assets for in-theater use and to provide continued comprehensive installation support, IMA initiated the CONUS Support Base Services (CSBS) contract process. In October 2003, IMA teamed with the Army Contracting Agency (ACA) to develop and implement a comprehensive strategy to replace RC GSU/CSB support capabilities.

The objective was to obtain a long-term contract that provided just-in-time services in support of Power Projection Platform (PPP) and Power Support Platform

(PSP) missions. PPPs are Army installations that deploy and/or mobilize one or more high priority units while PSPs are active Army or federally activated state operated installations that strategically deploy individuals from all services, the civilian force, and mobilized reserve components. From approximately May 2004 to December 2004, garrisons will use existing contract modifications, new local contracts, temporary hires and individual Soldier extensions as a short-term solution to bridge the gap needed for development of the CSBS contract.



CSBS contract implementation is planned to be fully operational in January 2005.

During June 2004, a very successful Industry Day was held in Atlanta. The event provided an opportunity for interested contractors to meet with ACA representatives and IMA, the customer, to discuss all aspects of the contract. Over 140 people, representing both large and small businesses, attended the event. In July 2004, the Deputy Assistant

Secretary of the Army for Policy and Procurement approved the contract acquisition strategy. The direct result of the IMA/ACA partnership effort is the CONUS Support Base Services (CSBS) contract. The CSBS contract is a master, indefinite delivery-indefinite quantity (IDIQ), task order (TO) driven, personnel, operations, and logistics contract.

The contract is structured for maximum flexibility in providing for an expedited ordering process in order to satisfy the needs of customers throughout the Generating Force. CSBS contractors will provide support in twelve task areas: plans, training, mobilization, security, human resources, finance, material management and supply, services, movements, equipment readiness and maintenance, billeting and facilities, and information management.

The CSBS contract approach mitigates reliance on RC units and provides garrisons with maximum flexibility to respond to surges and changing mobilization requirements. The CSBS approach permits garrisons to contract for specific skills, functions and durations to match workload. Finally, the CSBS contract allows for better utilization of installation facilities and significantly lowers costs.

POC: edward.irick@hqda.army.mil

IMA MISSION

Provide equitable, efficient and effective management of Army installations worldwide to:

- *Support readiness, and execution*
- *Enable the well-being of Soldiers, civilians and family members*
- *Improve the infrastructure*
- *Preserve the environment*



Photo by SPC Kristopher Joseph

MARKING A MAJOR MILESTONE - VTC LETS DEPLOYED SOLDIERS SHARE THE GRADUATION EXPERIENCE

The stately elegance and old-world charm of the Wiesbaden Kurhaus added to the pomp and circumstance of the Gen. H.H. Arnold High School 2004 graduation. As images from ancient Greek mythology soared high overhead the 111 Wiesbaden graduates paid tribute to the passing of time and the completion of their secondary education. Like last year's graduates, this year's crop faced the future knowing that many of their parents were still serving in harm's way in foreign lands. But that didn't prevent those parents from taking part in celebrating their children's accomplishments. Seven of Wiesbaden's graduates had parents deployed at the time of their graduation.

As part of a theater-wide U.S. Army, Europe Task Force, IMA Europe Region (IMA-E) worked closely with USAREUR, DoDDS-Europe, and the 5th Signal Command to coordinate extensive support from individual Area Support Groups and Base Support Battalions to provide a two-way video teleconference to ensure parents on the front lines could witness their sons' and daughters' graduation. After the ceremony families also had the opportunity to talk to their deployed family members. This support included provision for transportation, set up of audio/visual and technical operators for the equipment involved, as well as close coordination to review lists of graduating seniors and deployed Soldiers at various locations to ensure family members were properly linked. According to a DoDDS-E spokesperson,



Frank X. O'Gara, "IMA-E's support was critical to the success of these VTCs."

Students at high schools all over the 104th Area Support Group -- Giessen, Hanau, Baumholder and Wiesbaden -- had the chance to share their graduation celebrations with parents deployed to Iraq via the VTCs. Graduate Sarah Clark was connected to her father, Sgt, 1st Class Andrew Clark, who has been deployed with the 141st Signal Battalion for more than a year. "Everyone is going through the same thing as me during the deployments. My dad just happens to be gone for my graduation. Luckily with the VTC, my dad will be able to see me graduate," Clark said. After attending college, Clark said she is considering following in her father's footsteps and joining the armed forces.

Gen. H.H. Arnold salutorian Andrew Atkinson touched on the overseas experience while giving advice. "We are chameleons, and in the words of President John F. Kennedy, 'Change is the law of life,'"

said Atkinson. DoDDS graduates have already moved more often than the average person by the time they graduate, he said. They learn how to adapt well to new people, places, cultures and often adverse conditions. Valedictorian Ryan Lewis and guest speakers, former assistant principal, Eric Goldman, and former teacher, Terri Marshall, also shared their views and advice with the class of 2004. Following the speakers, an Irish dance performance, led by a Wiesbaden graduate, added to the international flair of the ceremony.

These 2004 graduates have endured hardships associated with military service overseas. They face new challenges as they move on to new horizons. But most will remember the time they spent at Wiesbaden's Gen. H.H. Arnold High School as a time of sharing and support.

POC: Kim Walz Chief of Public Affairs Europe Region & Lauren O'Gara, contributor to the Herald Union, who will be a Gen. H.H. Arnold senior in the fall.

NOTES OF INTEREST

Election Year Guidance:

Federal employees are reminded that they are not allowed to engage in political activity while on duty, in a government office, while wearing an official uniform or while using a government vehicle. This prohibition includes displaying political posters, bumper stickers or campaign buttons in offices/cubicles or in the common areas of federal buildings. Employees are also prohibited from posting, affixing or distributing materials, such as pamphlets, handbills, or flyers, on Government-controlled property.

Mark Your Calendars!

The Annual 2004 Association for the United States Army (AUSA) Meeting is 25-27 October at the New Washington, DC Convention Center. The theme for this year's annual meeting is "Our Army at War: Relevant and Ready." IMA is hosting an exhibit in the "Installations and Family Programs Pavilion" and IMA is participating in the Monday 25 October Institute of Land Warfare (ILW) Forum. The Forum entitled "Our Installations Supporting the War: Relevant & Ready" will be held from 1400 - 1700 (2:00 PM - 5:00PM). Come support your colleagues and help spread the good news about IMA! For more information please visit the AUSA website at: <http://www.ausa.org>

IMA MILITARY DAY

COMBINED TRAINING WITH THE INTERNATIONAL CITY/COUNTY MANAGEMENT AGENCY

The Installation Management Agency (IMA) has joined with the International City/County Management Association (ICMA) to host Professional Development Training for Career Field-29 (CF-29) members. IMA and ICMA established an agency agreement in March 2004 aimed at providing professional development training for CF-29 members primarily the deputies to the garrison commander and garrison managers and installation managers with broad based installation management responsibilities (e.g., Region Director, Chief of Staff-Region, HQIMA Chief of Plans, etc.) ICMA sponsors several professional developmental sessions covering a merit of topics throughout the year for its members.

Two events that provide excellent developmental opportunities for our members are ICMA's Annual Conference and Best Practices Symposium.

The International City/County Management Association's Annual Conference for 2004 will be held in San Diego, CA, 17-20 October 2004. The theme for this year's conference "Catching the next Wave: Local Government Management and Leadership in the Global Community" is sure to provide great educational opportunities for our managers. **CF-29 members are invited to attend but will have to pay the cost for attending the conference. Members will receive a reduced cost, which is granted to all CF-29 members.** Visit the website for specifics regarding cost, scheduled events, hotel etc., at [http://](http://www2.icma.org/conference2004/)

www2.icma.org/conference2004/

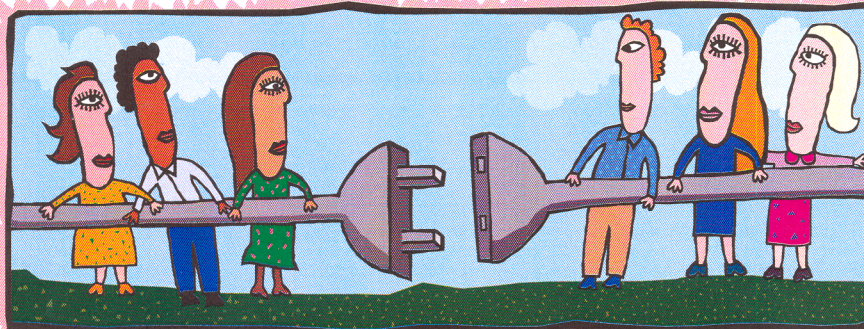
The International City/County Management Association Best Practices Symposium is similar to the Annual Conference but a small forum where local government officials and installation managers from around the country conduct case studies of best practices of how to manage cities and installations. The aim of these events is to build

these senior civilians for professional developmental training. Participants conducted a very successful exchange ideas and ways to improve the Installation Management Agency.

The Deputy Director, Installation Management Agency, opened IMA Military Day with an electrifying greeting and welcome for more than 80 CF-29 attendees. Mr. Phil Sakowitz set the tone for

emphasized that current members of CF-29 are key to ensuring that we develop future leaders who are trained to be multi-skilled and ready to take on the installation management challenges of the future. She also pointed out several success stories for "building the bench" that contain similar characteristics. Specifically, these characteristics include the willingness to be geographically, functionally, and organizationally mobile; willingness to take tough assignments and jobs; and the willingness to attend leader development training (e.g., Army War College and Sustaining Base Leadership and Management).

During the working lunch on the first day, Ms. Elizabeth Kellar, ICMA Deputy Director, underscored the importance of the affiliation



partnership and exchange ideas to improve services provided to our citizens and families living on the installations. HQIMA and ICMA's Staff is conducting planning sessions for Best Practices Symposium, 2005 but have not determined the exact location and dates at this time. Continue to check ICMA website for the latest information regarding these events.

The previous Military Day and Best Practices Symposium was a combined effort that HQIMA and ICMA hosted in Annapolis, Maryland, April 20-23, 2004. HQIMA Staff Principals lead the symposium by providing professional developmental training for its senior civilian installation management generalists. HQIMA "Military Day" as it was called was the Army's first-ever attempt to gather

open dialog for discussion of IMA's hottest initiatives. The open dialogue style permeated throughout every session, resulting in participants asking very tough questions and receiving frank responses from the SME.

Following the two-hour Region breakout sessions on the morning of the first day, Ms. Janet Menig (Deputy Assistant Chief of Staff for Installation Manager) gave the keynote presentation for the Military Day. Her remarks highlighted the tremendous successes of the IMA since its activation and the importance of CF-29. She discussed future developmental opportunities for the Army's installation management generalists and the significance of partnering with agencies such as the International City/County Management Association. Ms. Menig

agreed and future developmental opportunities between the organizations. Mr. Rich Kaufman, a representative from MACTEC, closed the luncheon session by introducing attendees to ICMA's Corporate Partners Program and reviewed the engineering and environmental capabilities of MACTEC.

Mr. Sakowitz put a charge into the group with his presentation following lunch. He provided attendees with an organizational perspective, covering IMA's history, Army-wide changes that are affecting IMA, the Director's intent to transform the organization, and the way ahead. Each of these topics generated significant interest and enthusiasm given their direct impact on the garrisons.

USARAK EARNs ENVIRONMENTAL, CULTURAL KUDOS

U.S. ARMY ALASKA – U.S. Army Garrison Alaska received the Secretary of the Army's environmental award for cultural resource management on 1 June, 2004 during ceremonies at Elmendorf Air Force Base. The award recognizes the accomplishments of a team that, in just three years, developed a model comprehensive management program.

"We started from a virtual ground zero," said Russ Sackett, cultural resources manager, "and this was the first time we were even eligible to be nominated." The program grew from a single, part-time position with a budget of \$60,000 in 2001, to a staff of seven and a budget of \$1.2 million. The staff was then able to begin an inventory and manage more than 1.6 million acres that includes Forts Wainwright, Richardson and Donnelly Training Area.

With the transformation of the 172nd Infantry Brigade to a Stryker Brigade, the garrison commander appointed a cultural resources program manager who brought on board three archaeologists, two cultural resource specialists and an historian.

In accepting the award for the team, Col. Donna Boltz, U.S. Army Garrison Alaska commander, said "It was a great team with a great manager," that worked together to earn the honors.

Col. Craig Firth, deputy director, Pacific Region Office Installation Management Agency at Fort Shafter, Hawaii, said the team's accomplishments included "complete surveying of more than 55,000 acres of training land, resulting in the identification of more than 200 pre-historic sites." Firth applauded the team's ability to

ties.

Firth added that by developing an historic properties component to its plan, the team led the way for others in cultural resource management. Sackett said that in addition to just the sheer size of the areas, they had to work closely with the many different cultures that live in the areas.

Photo by Greg Allen



Building 1024, once a radio transmitter station, is now a Ladd Field National Historic Landmark at Fort Wainwright, AK.

involve local communities and other parties interested in how the Army manages its cultural resources. The overall objective for USAG was to preserve the Army's primary mission by locating, studying, and protecting the installations historic sites and artifacts.

The team enhanced the Army's mission by inventorying garrison resources, developing the garrison resources and a means to manage them. They did this while minimizing the impact of cultural management requirements on military activi-

This interaction with other groups is mutually beneficial. Working together, team and tribe members identified sites that were surveyed and mapped. "We accomplished a lot not only in evaluating the properties, but incorporating the concerns of the many groups involved." Sackett said future efforts for the group include meeting the continuous logistical challenges of managing such a large area as well as obtaining the necessary funding.

POC: Greg Allen

"We accomplished a lot not only in evaluating the properties, but incorporating the concerns of the many groups involved."
Russ Sackett

STANDARD GARRISON ORGANIZATION (SGO)

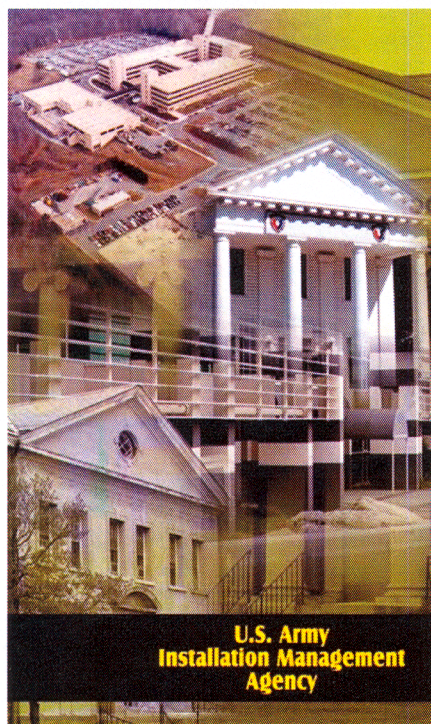
"Soldiers and their families who work and live on our installations deserve the same quality of life afforded the society they have pledged to defend. We are a world class, combat ready (C1) Army living and working on installations that impair mission performance (C3)."

This statement was made by Sergeant Major of the Army Kenneth O. Preston when he spoke before the House Committee on Appropriations Subcommittee on Military Construction February 25, 2004. Poor conditions at Army installations are the result of a continual lack of funding for base operations support services, maintenance and repair over a number of years. Readiness and modernization programs have received priority for funding at the expense of installation facilities and services. Continued under-funding of facilities maintenance and repairs has resulted in seriously deteriorated buildings and utilities structures at Army installations. This risks Soldier morale and retention, as well as readiness.

To remedy this situation, the Army underwent a profound change two years ago when the Installation Management Agency (IMA) was established to provide base operations services to installations. IMA was founded to fulfill three major purposes. Its primary purpose is to release Soldiers and their commanders to fight and train without the distraction of also having to perform the city management functions involved with the running of garrisons. This separation of base support providers and mis-

sion commanders is designed to allow each to focus on their mission essential tasks.

A second mission of IMA is to provide equity in services and funding among installations, so that soldiers everywhere are treated fairly in terms of the facilities and services they are provided, and so they know what to expect wherever they are assigned. In order to do



this, IMA is committed to standardizing levels of support to Soldiers.

Finally, there is a commitment on the part of Army leadership to find more efficient and effective ways of doing business to get more bang for the buck. This third aspect of the IMA mission is in the pursuit of continuous improvement through various processes.

The "IMA Productivity Management Implementa-

tion Plan," was published in April 2003. It outlines a process of continuous improvement to business processes by the use of Activity Based Costing (ABC). The goal of ABC is to compare costs and learn how to trim them by improving the activities used to produce a product or service. To use ABC effectively, standardize services and pursue continuous improvement, Major General Anders B. Aadland, former

Director, IMA, mandated the alignment of garrison management according to a standard organizational structure, the Standard Garrison Organization, or SGO.

By standardizing the organization of service providers, IMA can standardize the services provided, leading to common levels of service, common standards, and common metrics for measuring the results. Benchmarking ideas for productivity improvement and instituting cycles of continuous improvement can further IMA's progress.

The Director of IMA formed Task Force Garrison, a team of IMA personnel, last year to develop a common garrison structure. The Standard Garrison Organization developed by this group was unveiled last September when it was briefed to the garrison commanders. The garrison commanders were told to look at the structure, and to analyze how to realign their own garrisons in accordance with (IAW) the SGO. These initial plans were then

briefed by their Region Directors to MG Aadland last October. IMA personnel conducted a series of briefings to the Army Staff and MACOM commanders between December and May to gain support for the SGO concept. This culminated in a briefing to the Army G3 on May 13, 2004, at which time the SGO was approved for implementation.

The next step is for the garrison commanders to finalize plans to transition to the SGO structure, brief their Region Directors, and document their Table of Distribution and Allowances IAW the new structure. Detailed implementation guidance to do this is expected soon. In a NETCALL recently issued to the garrison commanders from MG Aadland, he said, "The Army has tried to align installation management functions into a common structure for years. IMA is now ready to accomplish this goal. Embrace this profound change for IMA and the Army as an opportunity to apply the best business practices and leadership disciplines to accomplish our mission."

We are on the path of transforming Army installation management to provide the best possible support to the Army's people and its mission units -- this is a key step."

POC:
Julia.Anderson@
samhouston.army.mil &
Donna.Wilhoit@hqda.army.mil

IMA MILITARY DAY

The training on the first day ended with ICMA Leadership Developmental Training, which was facilitated by Ms. Felicia Logan, ICMA University Director. Ms. Logan conducted a workshop titled "Expand Your Leadership Skills." This workshop helped participants identify primary and secondary leadership styles and taught leaders how to diagnose the needs of their subordinates. The workshop, which was based on the work of Ken Blanchard, used the Leader Behavior Analysis II Survey to identify leadership styles.

Following the professional development workshop, participants joined other conference attendees for a combined reception at the Loews Hotel to meet and greet fellow installation managers and local government officials from around the country.

Mr. Sakowitz and HQIMA staff presenters conducted a town hall meeting on day-two addressing questions and concerns that were not raised during the individual briefings conducted during the morning sessions. The panel addressed the audience's concerns in a lively exchange that focused on current problems

faced by garrisons and proposed initiatives that will have direct impacts throughout the agency. Briefing charts and answers to questions from the IMA Military Day are available at the IMA website located at Army Knowledge Online (AKO).

Following the town hall, the IMA participants transitioned to ICMA's Best Practices Symposium. Best Practices 2004 in Annapolis, Maryland, brought together more than 250 city/county managers, assistants, staff, and military installation representatives. ICMA used a combination of roundtable discussions, case studies, and general sessions to discuss best practices. Topics focused on local government achievements in youth empowerment, performance measurement, economic development, and technology, while attendees used those presentations as a springboard for in-depth discussions of the issues surrounding the adaptation and implementation those ideas back home.

IMA Military Day and the Best Practices Symposium proved to be a huge success for IMA. *These events provided extraordinary training*

opportunities for our senior civilian installation managers.

The HQIMA Workforce Development Branch is using feedback from this event to build upon the relationship with ICMA and to further develop training opportunities for our CF-29 members. We are developing proposals for the next combined IMA Military Day and Best Practices Symposium for FY05 in which we hope to have some garrison case studies as part of the agenda.

The next major event with ICMA is the ICMA Annual Conference, October 17-20, 2004, in San Diego, CA. Visit ICMA's website at www.icma.org/conference2004 for more information. Members of CF-29 are encouraged to participate in this extremely popular and diverse event.

POC:
robert.green@hqda.army.mil,
HQIMA, Workforce Development Branch

U.S. Army Installation Management Agency
2511 Jefferson Davis Highway
Arlington, VA 22202-3926

Do you have something you would like to submit for the next issue of Newsline? Please email articles to:

karan.foutch@hqda.army.mil
Attn: Karan Foutch
Phone: 703-602-5469
Fax: 703-602-1727

We're on the Web!
www.IMA.Army.mil



U.S. Army Installation
Management Agency